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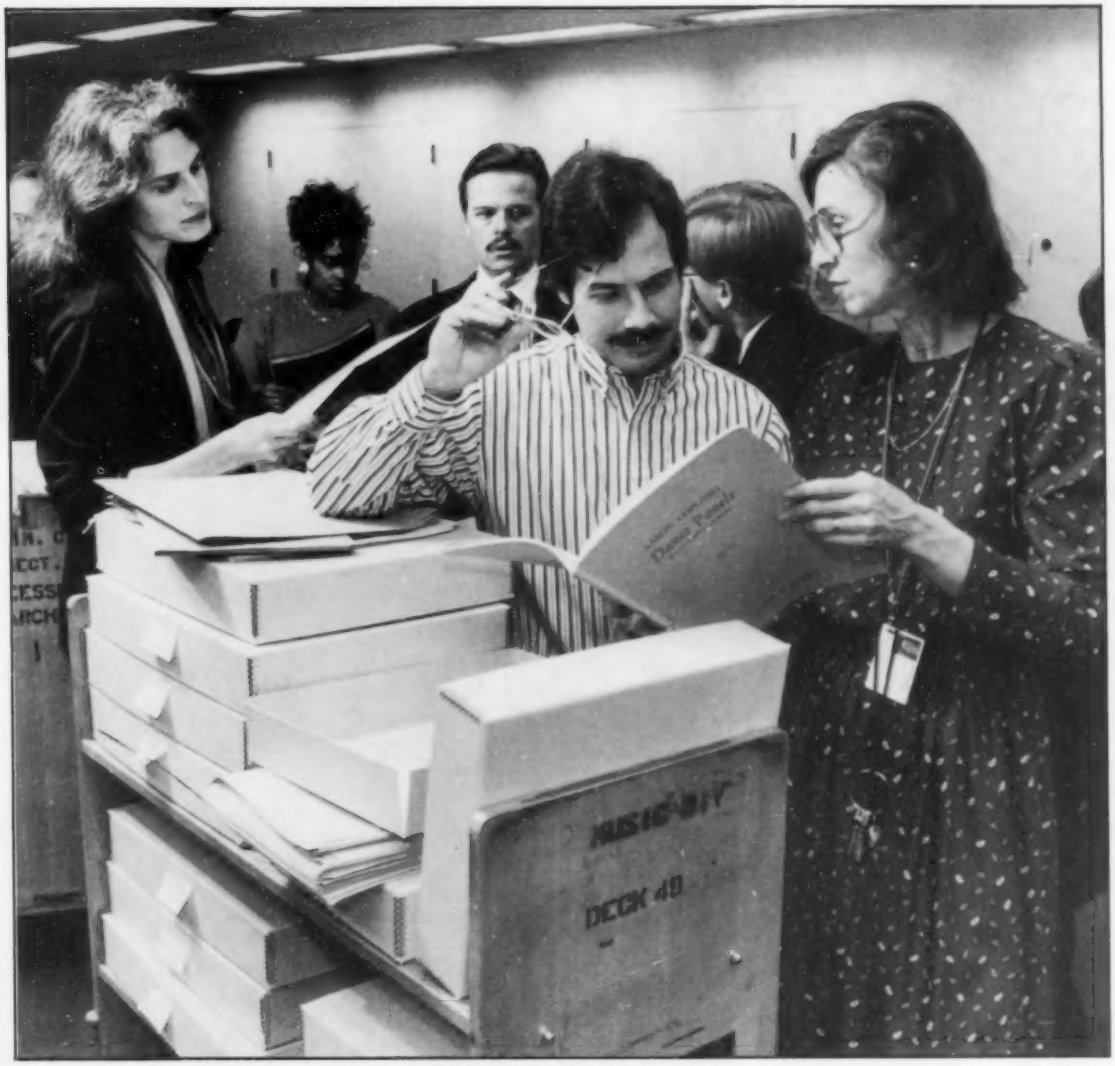

The Library's Top Priority

Library of Congress
INFORMATION BULLETIN

JAMES H. BILLINGTON
Librarian of Congress

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by the Library of Congress
Printing and Processing Section

On the Cover: Elizabeth Auman (holding booklet), head of the Acquisitions and Processing Section of the Music Division, works with Michael Ferrando, a Library technician, and other division staffers on processing the scores in the Aaron Copland Collection. *Photo by Reid Baker*

Cover Story: Dr. Billington has told Congress that "reducing arrearages is the No. 1 priority of the Library." Now that 164 new staffers have been hired to help alleviate the problem of unprocessed materials, LC has made significant inroads and is well on the way to meeting its goal. 92

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The *Library of Congress Information Bulletin* is issued biweekly by the Public Affairs Office of the Library of Congress and distributed free of charge to publicly supported libraries and research institutions, academic libraries, learned societies and allied organizations in the United States.

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GUY LAMOLINARA, Editor
JOHN J. WAYNE, Editorial Assistant
ANN M. JEFFERSON, PEGGY F. PIXLEY, SHERYLE O. SHEARS, Composing

New Director for Cataloging Named

Sarah Thomas of National Agricultural Library Assumes Post

Sarah Thomas, 43, associate director for technical services at the National Agricultural Library (NAL) in Beltsville, Md., has been named the new director for cataloging at the Library.

Ms. Thomas succeeds Lucia Rather, who retired Feb. 2, 1991, after 14 years in that position and 33 years with the Library. Ms. Thomas will report to Winston Tabb, associate librarian for Collections Services. Glen Zimmerman has served as acting director for cataloging since Sept. 9, 1991.

"We are very excited to have someone of Ms. Thomas's experience and enthusiasm," Mr. Tabb said of the appointment. "She joins us at a time when we are focused on cataloging productivity and on expansion of our cooperative cataloging projects."

At the Library, Ms. Thomas will direct the work of more than 400 catalogers, the largest group of professional catalogers at any library in the world. In fiscal 1991 the Library cataloged 235,000 book and serial titles.

"Cataloging as a professional activity is undergoing significant change, and I'm excited to be moving to the Library of Congress during this period of renewal and transition," Ms. Thomas said. "The environment is ripe for new approaches. Access is an increasingly important concept, as is the demand for timely access to information."

Ms. Thomas administers the Technical Services Division at NAL, which is responsible for collection development, acquisition, cataloging, indexing and binding of agricultural bibliographic materials for the national library's collection. She manages a $6 million budget, directs a staff of 103 and utilizes new technologies to expedite the processing of library materials.

Sarah Thomas

Using OCLC (On-line Computer Library Center) and local systems, her staff creates 100,000 cataloging and indexing records a year in support of AGRICOLA, NAL's electronic data base of 2.7 million citations to agricultural literature. Under Ms. Thomas's direction, NAL's Indexing Branch uses optical recognition software that interfaces with MARC (machine-readable cataloging) records, scans author abstracts from journal articles and incorporates them into the data base. Ms. Thomas said scanning is 2½ times faster than manual keying in of data.

One of Ms. Thomas's NAL projects was to initiate CatTutor, a hypertext tutorial for training catalogers in the descriptive cataloging of computer files. The program allows the novice cataloger to build bibliographic records with the help of hypertext links to key reference tools, including the *Anglo-American Cataloguing Rules*, the MARC format for computer files and a glossary of relevant terminology. NAL has developed IBM-PC and Macintosh versions of CatTutor.

Ms. Thomas joins the Library during a time that the Cataloging Directorate is undergoing a major reorganization and Whole Book Cataloging is being implemented. She looks forward to the challenge: "I like the intellectual stimulation of establishing new programs, of building consensus and of networking with a wide spectrum of colleagues and constituents."

She said she is eager "to work with the talented LC staff to come up with creative solutions to adapting cataloging to meet the requirements of the '90s and beyond. . . . Catalogers, with their years of experience in the organization of knowledge, are well-poised to provide leadership in providing access to electronic resources and full-text data bases. Our challenge will be to see how we can take advantage of new information technologies and new models to respond positively to the changing bibliographic landscape.

"I think we have to find a balance between the traditional values [of cataloging] and the increased demands that are being placed on us to get information out to people," Ms. Thomas added.

Before she joined NAL in 1984, Ms. Thomas served as a Council on Library Resources academic library management intern at the University of Georgia in Athens (1983–84); with the Research Libraries Group in Stanford, Calif. (1979–83); at Johns Hopkins University in Baltimore (1976–1979) as a senior cataloger and German-language instructor; and at the Widener Library at Harvard University (1970–75).

Ms. Thomas graduated from Johns Hopkins University (Ph.D., German, 1982), Simmons College (M.S., Graduate School of Library and Information Science, 1973) and Smith College (A.B., 1970). She studied at German universities in 1968–69, 1971, and 1977–78.

(Cont. on p. 98)

LC Film to Be Offered to National Audience

San Francisco public television station KQED will present the Library of Congress film "Memory & Imagination: New Pathways to the Library of Congress" for national distribution via satellite to some 330 public television stations for broadcast during National Library Week, April 5–11.

Ted Koppel

Local PBS station program managers should be contacted as soon as possible by local libraries for exact air time and date and encouraged to air the production in conjunction with local National Library Week events.

The program will be offered to virtually every public television station in the United States through the Interregional Program Service (IPS) of the Eastern Educational Network (EEN). As of press time, 95 stations had signed up to air the program.

"Memory & Imagination" has received a number of awards, including a Grand Award at the International Film & TV Festival of New York, "Best in Show" in the CINDY competition and "Best in Show" at the Columbus International Film and Video Festival. It was produced for the Library of Congress by Academy Award winner Julian Krainin and directed by Mr. Krainin and Michael Lawrence. Craig D'Ooge was the Library's project manager.

"Memory & Imagination" features many celebrities who comment on the role of the Library as the "memory bank of mankind" and explore the implications of new technologies for sharing its vast resources with the world.

Among those appearing are Sam Waterston, Gore Vidal, Julia Child, Ted Koppel, Francis Ford Coppola, Sen. Albert Gore Jr. and Librarian of Congress James H. Billington.

LC Names Design Firm, Architect for Vatican Exhibit

Librarian of Congress James H. Billington has announced that the exhibit design firm of Franklin Street Communications Inc., with the firm of Michael Graves, Architect, has been selected to mount a major exhibition of treasures from the Vatican Library (see LC *Information Bulletin*, Nov. 18, 1991).

The exhibition at the Library of Congress will mark the reopening of the renovated Great Hall of the Thomas Jefferson Building in January 1993.

Planned over a period of three years, the Vatican Library exhibition will be the first occasion when the approximately 200 manuscripts, rare books and cartographic treasures have been seen outside the Vatican. Most have never before been on public display. The exhibition is the first in a series at LC that will celebrate great libraries of the world.

The LC exhibition is made possible by private funding.

"We are delighted that we will have Franklin Street's expertise and Michael Graves' world-renowned talents engaged in the mounting of this unique collection," Dr. Billington said, in announcing the selection of the designers. Declan Murphy, executive assistant to the Librarian, is serving as the LC project manager.

Franklin Street Communications, Richmond, Va., has recently designed interpretive exhibitions for the Abby Aldrich Rockefeller Folk Art Center, Colonial Williamsburg; the Smithsonian Institution; and the U.S. Holocaust Memorial Council.

"We are especially pleased to have Michael Graves as design consultant for the Vatican Library exhibition. He will provide the overall design development for the exhibition," John Crank, project manager for Franklin Street Communications, said upon learning of his firm's selection. Mr. Crank will be assisted by William Flynn, Robert Riggs and Richard Lachine.

Michael Graves heads an internationally recognized firm that has been in the forefront of architectural design and innovation in the 27 years since the firm's inception. He has been described by *New York Times* critic Paul Goldberger as one of the "truly original voices in American architecture today."

Based in Princeton, N.J., the firm has won more than 80 design awards for projects in the United States and abroad, ranging from multiuse urban developments to private residences.

Mr. Graves has designed numerous cultural and educational facilities, including the recently completed Newark Museum in New Jersey; the Historical Center of Industry and Labor, Youngstown, Ohio; the expansion of the Whitney Museum of American Art in New York; the master plan for the Detroit Institute of Arts; and the Emory University Museum of Art and Archaeology in Atlanta.

Mr. Graves is also well known for the design of furniture, furnishings, artifacts and graphics and has designed numerous exhibitions and installations.

Original Joint Chiefs Meeting Room Re-Created Using LC Materials

On Feb. 10 materials from Library of Congress collections played a role in re-creating history.

Manuel Lujan Jr., secretary of the interior, and Gen. Colin L. Powell, chairman of the Joint Chiefs of Staff, hosted a commemorative reception in honor of the 50th anniversary of the first meeting of the Joint Chiefs of Staff.

Materials were gathered from several sources to restore a room in what is now the Interior Department for the event. What is now called the South Interior Building at 1951 Constitution Avenue N.W. was the meeting place of both the Joint and Combined Chiefs of Staff and housed the support staff of the Joint Chiefs. The Joint Chiefs continued to use the room and building until January 1946. They then moved to the new War Department building (now part of the State Department complex) at 21st and C Streets N.W. Their final move was during the spring of 1947, to the Pentagon, where they have remained.

In addition to the Library's artifacts, items were borrowed from private collections and the George C. Marshall Foundation.

Notable among the LC materials was a 50-inch globe, dated 1942. Stalin, Churchill, Franklin D. Roosevelt and the Joint Chiefs were among the few who had them because so few were made. According to Ralph Ehrenberg, chief of the Geography and Map Division, these globes were produced by the War Department so the allied heads of state would be using an identical map of the world to plan their strategy.

A flat map of the world borrowed from LC and dated 1941 was used in the re-creation as well. Pinholes on the map could be seen where the Joint Chiefs charted the movements of naval forces.

The borrowing of materials from the Manuscript Division for a one-day event is unusual, said Marvin Kranz, a historian in the division. Items from two collections of papers, those of Lt. Gen. Henry H. (Hap) Arnold and Adm. Ernest J. King, were loaned for the event. From the Arnold papers came a memo on the responsibilities of the Joint Chiefs and a memo on the overall activities of the Army Air Forces, which he headed. From the King papers, a map of Southeast Asia charting the U.S. island-hopping campaign in 1942–45 was used. Charts on the production of airplanes and how rapidly the United States was building them during World War II were also on display. Notes on the official history of the Joint Chiefs from 1945 to 1948 were also borrowed from the King papers, as well as a memorandum on Pearl Harbor—regarding the U.S. response to Japan's surprise attack.

(Cont. on p. 106)

Then and now: The Joint Chiefs in 1942 and in the re-created meeting room at the Interior Department 50 years later. *Photo by Reid Baker*

Exhibit Honors 'Father of Black History'

"Carter G. Woodson was a rare universal educator, the kind who is not easily found anymore," said Librarian James H. Billington at a reception for the Black History Month exhibit opening on Feb. 5. He called Dr. Woodson "a man with a mission.

"The fact that we are celebrating Black History Month shows that Dr. Woodson's mission was successful," Dr. Billington said.

The Library has mounted its second annual exhibit in honor of Black History Month. The exhibit, "Moving Back Barriers: The Legacy of Carter G. Woodson," includes 110 items, from the 18th, 19th and early 20th centuries.

"Dr. Woodson poured his life and spirit into his goal of promoting world history free of bias," said Carolyn Brown, associate librarian for Cultural Affairs, who also spoke at the opening. "This exhibit is a chance for us to further his goals."

During the 1920s and '30s, Woodson (1875–1950) donated materials to the Library, where he had done research for his Ph.D., which he received from Harvard in 1912. At the time, many public places in Washington, including libraries, were segregated. "Dr. Woodson was happy to find out the Library's reading rooms were not segregated," Dr. Billington said.

Exhibit Director Martha Hopkins (center) is joined by Dr. Billington and Carolyn Brown at the Feb. 5 opening of "Moving Back Barriers."

"It has been said that the mission and the vision live far beyond the missionary or the seer," added Dr. Brown. "Fortunately Dr. Woodson has not been forgotten."

Schoolhouse in Gee's Bend, Ala., 1937, by Arthur Rothstein. *Photos from Prints and Photographs Division*

Known as the "Father of Black History," Woodson established Negro History Week in 1926, which is now celebrated as Black History Month. He promoted it not so much as a week to take note of the achievements of blacks, but rather as a week to focus on history. "History week—meaning the history of the world, void of national bias, race hate and religious prejudice," Dr. Brown said.

"Dr. Woodson was convinced that if people were educated, prejudice would cease," Martha Hopkins, exhibit director in the Interpretive Programs Office, said. "I see him as an educator; he tried to educate all people about black history."

Most of the manuscript material in this exhibit was drawn from Woodson's gift to the Library. Woodson donated his collection in recognition of the support of John Franklin Jameson, Manuscript Division chief in 1927–1938. Jameson had helped Woodson obtain research grants.

The sections of the exhibit focus on education, African roots, the pre-Civil War period, migration, the church, black leaders and civil

rights. All these are areas in which Woodson did significant collecting and research and they continue to be key areas for students of black history.

"The point of the exhibit is to focus on black history itself," said Ms. Hopkins, who, along with Cheryl Regan, exhibit development specialist, researched, organized and wrote the notations for the display.

Several of the books Woodson wrote were chosen for display. "A book or article [by him] was chosen and made the focal point of a section," Ms. Hopkins said. "Items were then found that supported and complemented that topic."

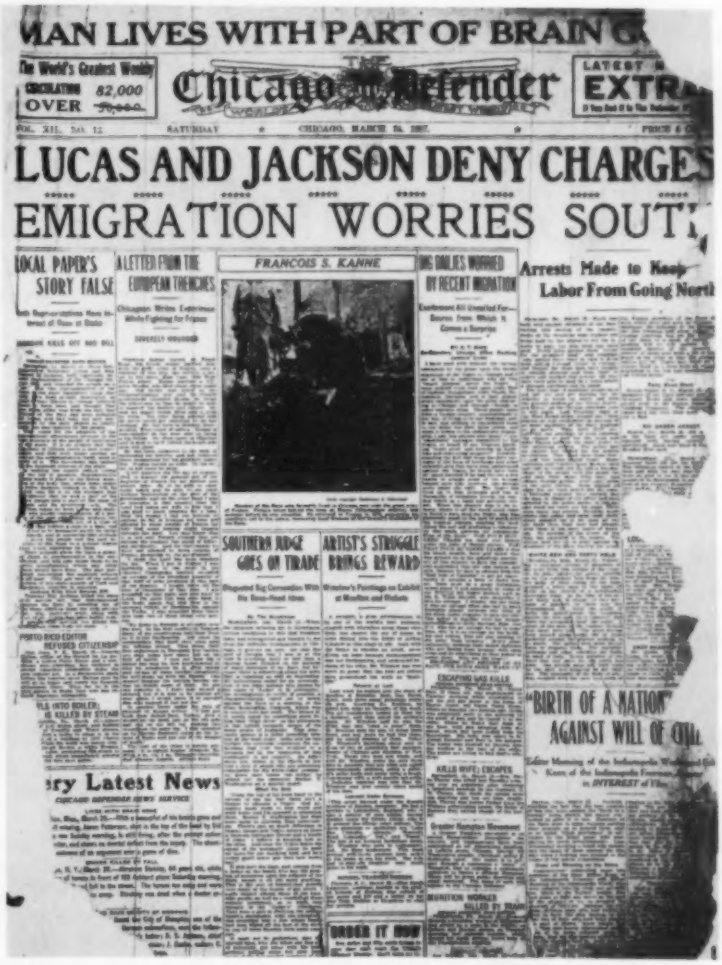
She added: "We want people to leave the exhibit with a broader view of black history and the many areas Dr. Woodson was interested in."

Among the items on display are letters between Dr. Woodson and such notables as George Washington Carver and Booker T. Washington. Dr. Woodson also collected correspondence other than his own. An example is a letter Frederick Douglass wrote to a Miss Waring on Feb. 20, 1895, the day before he died. It was a thank you letter in response to an invitation to visit her school.

Also on exhibit is a telegram from Booker T. Washington to Whitefield McKinlay, dated Jan. 3, 1915. Washington worried about an immigration bill before Congress that would have prohibited people of African descent from entering the United States. Washington's efforts helped to defeat the bill.

Ms. Hopkins said the item attracting the most attention is Thomas Jefferson's bill of sale of a slave to James Madison, dated April 19, 1809. This document of a transaction between President Madison and his predecessor is part of the Woodson collection.

Other Library collections were also used in creating the exhibit. For example, there are items from the Prints and Photographs Division.


MAN LIVES WITH PART OF BRAIN G

The World's Greatest Weekly
CIRCULATION OVER 82,000

The Chicago Defender

LATEST & EXTRA

LUCAS AND JACKSON DENY CHARGES

EMIGRATION WORRIES SOUTH

LOCAL PAPER'S STORY FALSE

A LETTER FROM THE EUROPEAN TRENCHES

FRANCOIS S. KANNE

BIG SALES WORRIED BY RECENT MIGRATION

Arrests Made to Keep Labor From Going North

SOUTHERN JUDGE GIVES UP TRADE

ARTIST'S STRUGGLE BRINGS REWARD

"BIRTH OF A NATION" AGAINST WILL OF CIVIL

ry Latest News

"Emigration Worries South," *Chicago Defender*, a newspaper for blacks that promoted migration to the North, March 24, 1917

Roll Jordan Roll features photos of the Gullah, a group of ex-slaves with a distinctive dialect and customs, who lived along the South Carolina coast. The photos were taken from 1929 to 1930. One shows a baptism in a river on a plantation.

From the Library's general collections are the first issues of both the *Negro History Bulletin*, 1938, and the *Journal of Negro History*, 1916. From the Rare Book and Special Collections Division is a diagram of the stowage plan for the British slave ship *Brooks* under the regulated slave trade act of 1788.

"The conditions this diagram shows are an improvement from previous slave ships," Ms. Hopkins said. "This item tends to have an impact on people and has been seen in a number of other exhibits because it is one of the few diagrams of its kind." *(Cont. on p. 107)*

Archivist Nan Ernst (foreground) and archives technicians Margaret Martin and Scott McLemee process the papers of Clare Boothe Luce. *Photos by Reid Baker*

Top Priority Receives Library-Wide Effort:

LC Gets a Handle on Unprocessed Materials

by Jody Nielsen

Solving what has been a problem in the Library of Congress for years is now the No. 1 operational priority. Responding to the growing backlog of unprocessed materials, the Library has begun work toward reducing its arrearages by 80 percent by the end of the decade.

Although it is too early to know whether the Library will meet its reduction goal, the situation looks encouraging, said Michael Shelley. He is the former team leader of the Special Project Team for Unprocessed Arrearages and now coordinator of Arrearage Reduction Planning.

Arrearages—What Are They? "Arrearage" refers to those materials lacking completion of the physical, intellectual and bibliographic preparations needed for them to be routinely accessible to users, Mr. Shelley said.

The problem is not new at the Library. Since its creation in 1800, LC has worked to collect, process and preserve its varied collections at a speed that would keep up with the rate of incoming acquisitions. From 1815 to 1901, the collection of books, manuscripts and maps grew from around 7,000 to more than 1 million items. Growth has continued through the years. The Library currently receives roughly 8 million items a year, keeping an average of only 4 million.

The Census. The Special Project Team on Unprocessed Arrearages was formed in spring 1989 at Dr. Billington's request to conduct a complete census of the arrearages, determine the resources necessary to process them and prepare a plan to reduce them significantly. Two working groups were formed within the team: One would find a way to identify the arrearages and count them. The other would take that information, organize it for study and presentation and make recommendations for action.

Ron Goudreau, editor of subject headings, was assigned to head up the "data collection group," which did the counting. "We were to devise the census form and go to the divisions, work with their staff members to collect the data and do the actual counting wherever it was necessary," he said.

A statistician was hired from outside the Library. "He would come into the division and look at what the arrearages were and assess the best way for us to sample them," Mr. Goudreau said.

There were 10 to 12 staff in Mr. Goudreau's group. When item-by-item counts were impractical, sampling was done by choosing statistically valid samples representative of the whole group. The size of the samples ensured the accuracy of the estimates.

Some of the counting was done at LC's Landover Center Annex, in suburban Maryland, where many

divisions store their materials. "We went out there with the van, had a SWAT team of about six people who were perfectly willing to get disgustingly filthy and take down boxes from the shelves, empty them out and count them piece by piece," Mr. Goudreau said.

"There were lots of different media, and in fact it was mostly materials other than books. The numerical and descriptive data we collected was input into a microcomputer so that we could retrieve the information in a great variety of ways," Mr. Goudreau said, "including such things as date of acquisition, storage location, physical condition and levels of cataloging needed."

Jeffrey Heynen, chief of the Special Materials Cataloging Division, headed the "assault group." This team consisted of nine staffers who organized the findings of the data collection group and made recommendations.

Mr. Heynen said the group met with staff within divisions that held and processed arrearages. "We used a questionnaire to ask what they were doing with the arrearages and what they thought should be done," he said. "Our team wrote the narrative parts of the report [to be presented to the House and Senate Appropriations committees] in its first draft.

Once the census was made, the Special Project Team was dissolved. Mr. Shelley now receives quarterly reports from each of the divisions, using them as the basis for regular reports to Library managers and other interested parties.

Reactions to the Census. The Conference Report on the Fiscal 1990 Legislative Branch Appropriations Bill ordered the Library to make arrearage reduction its "highest priority."

According to Mr. Shelley, no one knew just how large the problem was. "Before the census the Library had never done a comprehensive count," he said.

Arrearage reduction goals were set based on the census, concentrating on areas where the greatest reduction could be achieved in the shortest time span.

Mr. Shelley explained that many innovations have been made to cut down the size of the Library's arrearages. For example, the Library is being more selective in what it accepts. "But what do you say when someone offers you the Aaron Copland collection? You don't turn something like that down," he said.

In response to requests from the Library, Congress provided funds for 164 new positions to help. "That was the largest annual increase of positions in recent memory," Mr. Shelley remarked.

Progress and Problems. "Since the census, the arrearages have been reduced 8.2 percent, or 3.27 million," Mr. Shelley said. "We have a goal to reduce them by 11.3 million items by the end of calendar 1993."

According to the Library's December 1989 report to the House and Senate Appropriations committees, 20 percent of the arrearages might not need to be processed because, upon examination, their research value would be deemed insufficient to justify the expense of processing or because they would not need to be processed to be accessible.

Now that the Library is making progress, other problems are cropping up that are as complex as the

(Cont. on p. 94)

Out of room: These cataloged volumes of local Chinese history were put on the floor because of a lack of space.

Arrearages Take Biggest Dip in 1991

Library arrearage fighters picked up speed during the fourth quarter of 1991, when they made the largest single-quarter gain—7.4 percent—on the total number of unprocessed materials since the arrearage-reduction battle began in September 1989.

Progress last quarter marked the fourth consecutive drop in arrearages. "We have had four consecutive quarters of reduction in arrearages and that's a big deal," said Michael Shelley, special assistant to the Librarian of Congress and coordinator of arrearage-reduction planning.

The decrease for all four quarters in 1991 was the largest charted for one year—10.5 percent—down 4.27 million items from a peak of 40.68 million counted on Dec. 31, 1990. The total number of items in the arrearages decreased by 0.1 percent during the quarter ending March 31, 1991, by 2.1 percent during the quarter that ended June 30, 1991, by 1.2 percent during the quarter ending Sept. 30, 1991, and by 7.4 percent during the last three-month period ending Dec. 31, 1991.

The number of items in the arrearages at year's end totaled 36,414,330, the lowest since the arrearage was tallied at 39,682,153 on Sept. 30, 1989. From that initial inventory of items, the arrearage increased to a peak of 40.68 million items on Dec. 31, 1990, because of new acquisitions that were added to the Library's collections. A substantial part of the big drop in arrearages last quarter reflects an increase in the learning and experience curve of new staff members hired since early 1991 (see main story).

Mr. Shelley said the time it takes for formal and on-the-job training of processing staff "is highly variable—any time from a couple of months to two years. It can be very, very technical." Processors gained on special materials—those collections of manuscripts, maps, moving-image materials, music, pictorial materials, rare books and sound recordings that can grow suddenly with just one gift or the purchase of a large collection of papers, such as Duke Ellington's.

Special materials arrearages are the Library's largest, 33.67 million items as of Dec. 31, 1991. During the past year, such arrearages dropped by more than 3 million items (8.3 percent from 36.7 million on Dec. 31, 1990.

The Manuscript Division has the largest arrearage—12.2 million items on Dec. 31, 1991—and made the greatest progress during the year with a reduction of 2.38 million items (16.3 percent).

The number of pictorial materials in arrearage dropped by 1.13 million items (8.8 percent), to 11.8 million.

Print materials in arrearage decreased by 31.2 percent during 1991, a reduction of 1.2 million items, to a total of 2.7 million. The number of unprocessed microforms fell by 58.3 percent (357,888 items), to a low of 256,271. The number of unprocessed serials decreased by 736,698 (28.5 percent), to 1.84 million items on Dec. 31, 1991. The number of books in arrearage fell by 18.7 percent, representing a decrease from 779,666 to 634,225.

Mr. Shelley predicted the trend will continue. "It looks good for now," he said. "A lot of people at all levels worked very, very hard to achieve these large reductions," he said. "They deserve great credit for their diligence, creativity and stamina."

—*Gail Fineberg*

Arrearages *(Cont. from p. 93)*

arrearages. For example, as the arrearages are processed and cataloged there is very limited space in which to put them. Suzanne Thorin, acting director of Public Service and Collections Management I (PSCM I) explained that a cataloged item requires more space than an item that is not cataloged, because of its binding or special container.

PSCM I is made up of several divisions. As a whole it received 96 of the 164 positions. Ms. Thorin said that space had to be carved out within divisions to find places for people to sit, which meant collections had to be moved out. "In this case, solving one problem created another—no new space."

The Motion Picture, Broadcasting and Recorded Sound, Prints and Photographs, and Music divisions are also short on space, and the Manuscript Division will be in difficulty by the end of the year, according to Ms. Thorin. On the other hand she explained that the Library does not want to turn down an important historical collection because there is no space for it. "We are still struggling with space," she said. "Items get cataloged and there is no place to shelve them."

Of the total arrearages, 92 percent are in special collections, which include such divisions as Music, Motion Picture, Geography and Map, Prints and Photographs, Rare Book, and Manuscript. Within PSCM I, the Manuscript Division received 27 additional positions, which more than doubled its original staff, to keep up with incoming materials and reduce arrearages.

Because of the additional positions, the quality of his people's work has continued at a high level,

Dr. Billington Receives Princeton's Highest Alumni Award

Dr. Billington and Pulitzer Prize-winning columnist George Will received Princeton University's highest alumni awards at Alumni Day Feb. 22.

Dr. Billington, who graduated in 1950 in history, received the Woodrow Wilson Award. The honor is given annually to an undergraduate alumnus or alumna who is distinguished "in the nation's service."

George Will received the James Madison Medal, given to alumni of the graduate school "who have distinguished themselves in their graduate education or achieved a record of outstanding public service. Mr. Will received his Ph.D. in politics in 1967.

Dr. Billington, during his Feb. 22 acceptance speech for the Woodrow Wilson Award at Princeton University. *Photo by Robert P. Matthews.*

Arrearages *(Cont. from p. 93)*

according to Paul Chestnut, head of the Preparation Section in the Manuscript Division.

The division's arrearages at their highest point were around 13 million. In the last quarter alone, more than 800,000 items have been processed, Mr. Chestnut said.

A problem in Mr. Chestnut's section, due to lack of space, is that several work areas are scattered throughout the division. As a result, sometimes people are not able to function as efficiently as if they were in one group.

The Cataloging Directorate is also working vigorously to deal with the arrearage challenge. In the past the cataloging of materials has been done in an assembly line style. An item would go to several different places for each part of the process.

The acting director of Cataloging, Glen Zimmerman, said, "The Cataloging Directorate is in the midst of a complete reorganization along the Whole Book cataloging line."

This scheme sends an item to one of five teams to be completely cataloged in one place. "We expect the reorganization to begin being implemented in the latter part of March or first part of April," Mr. Zimmerman said. "This is a very complicated operation involving some 800 persons."

Mr. Zimmerman pointed out the importance of keeping interrelationships in the Library working: "We are not separate organizations. We are working with the same mission in mind and the same goals, although working with different materials." *JodyNielsen is an intern in the Public Affairs Office.*

Margaret McAleer, an archivist in the Manuscript Division, organizes the papers of Howard Liebengood, who was an aide to Sen. Howard Baker. The files relate to Watergate, the Panama Canal treaties, the Senate Intelligence Committee and the office of the majority leader.

New Ideas for LC's Managers:

Center for Innovative Management and Technology Established

The Center for Innovative Management and Technology (CIM&T) was established last year in the office of the Associate Librarian for Management.

Its mission: "to promote effective management as well as utilization and development of information technology through a variety of activities and projects that advance the strategic, long-term goals of the Librarian and that contribute to making the Library a better, more productive workplace."

That mission statement was followed by the center's first major project, a Library-wide pilot program to train managers to be more effective. The program is being evaluated by the 50 LC employees who participated in two rounds of the five-day pilot exercise held in January and February.

Offered by Team Technologies Inc., on a contract with the Library, the program is designed to build on the efforts of an LC labor-management working group, which cited the need for such training. It will give staff an overview of the mission of the Library of Congress and the Librarian's vision for the future; the culture and values of the organization; and a sense of how employees in the Library can function more productively both as individuals and as members of work-related teams.

Marie Anderson of the center staff brought together a group of employees drawn from all service units in the Library to get their advice on the training. Members of this liaison group were the first employees to complete the five-day pilot program.

Library-Wide Training. With the creation of the new Center for Innovative Management, Library-wide training operations have been relocated. "One of the reasons I am moving the training function from Human Resources to CIM&T is that I haven't got enough people in Human Resources to do that job," says Rhoda Canter, associate librarian for Management and director of the center.

Her hope is that once CIM&T develops its training capabilities more fully, the individual service units will find it less necessary to contract out for training and will be able to rely on the center.

CIM&T has plans for a number of other kinds of training programs as well.

☐ *Career bridge training:* Short-term, to help employees meet the requirements of specific job postings so that they will have an opportunity to advance; to enable them to "cross a bridge" from one specialization to another without having to drop down from their current grade level and work their way back up.

☐ *New staff orientation:* To provide new Library employees with a basic knowledge of the institution. William Nugent, director of technology for the center, has developed a proposal for a 30- to 45-minute video for this purpose.

☐ *Skills training:* Basic training on personal computers, voice mail, electronic mail, planning, budgeting, the selection process, how to fill out an SF-171 (the federal government's employment application form), how to organize the work environment. This kind of training could be performed at the 19 workstations that are part of an "integrated learning system (ILS)" in the National Demonstration Laboratory (see LC *Information Bulletin*, Feb. 24).

☐ *Mid-career fellowship program:* Somewhat analogous to the existing Library intern program, this proposed development program would focus on Library employees in mid-career, in the GS 11-12 range, who see no opportunity for further advancement in their current jobs. It would offer them new opportunities and challenges.

The Center for Innovative Management and Technology staff watch a demonstration of a new workstation.

☐ *Management telecasts:* Using the technology available in the lab, the center is looking into the possibility of satellite telecasts of management specialists speaking on relevant topics at various forums that can be made available at the Library. David Lombardo, director of management programs for CIM&T, has developed a schedule of appropriate management telecasts for 1992.

☐ *Career counseling:* A program designed to assist employees who find themselves in a frustrating work situation.

☐ *Language training:* An idea that originated with one of the Library's unions to assist employees in the improvement or development of new foreign language skills. Again, the technology of the ILS in the National Demonstration Laboratory will be helpful for this purpose.

Why a Center for Innovative Management and Technology at LC? The center was created last summer through reorganizations within Management Services and officially agreed to by the Library's unions in October. The center has 15 staffers, most of them from other units in Management Services, who were transferred in November.

"It's an idea that I've had ever since I came here in February 1989," says Rhoda Canter. She said she saw a need in Management Services for a place where the Library could bring together specialists in areas of interest to Library managers—a place where the trends in management theory and practice and the potential of information technology to enhance performance could be tracked and shared.

As transition planning for the Library's 1988-89 reorganization proceeded, it became clear to Ms. Canter that such a management tool would be of use to the whole institution, not just Management Services. But without additional resources she was unable to realize her goal until mid-1991.

"What I was looking for originally," notes Ms. Canter, "were people who had expertise in management theory and education and training; people who had expertise in organizational development; people who had expertise in information technology; people who could pull together the content and the format for innovative training Library-wide; people who could pull together a sort of library as a resource—and that's what I got!"

Rhoda Canter (left foreground, holding cup), other LC officials and members of the center staff listen to a presentation on new equipment.

The People in the Center. The Center for Innovative Management and Technology's work will be directed by teams. As Rhoda Canter notes, "Expertise governs leadership." The staff will be shifted around to different tasks as necessary.

A list of the current staff and their organizational specialty:

Rhoda Canter, associate librarian for Management, director;

Marie Anderson, director of financial development projects;

Keith Bebo, training specialist;

Robert Davis, director of organizational development;

Nancy Eichacker, director of financial management projects;

Claudette Friedman, program coordinator;

Jackie Hess, director of the National Demonstration Laboratory;

Robert Kinneary, visual information specialist;

Nick Kozum, director of information management systems;

Patricia Leary, specialist in organizational development and training;

David Lombardo, director of management programs;

Declan Murphy, executive assistant to the Librarian of Congress;

William Nugent, director of technology;

Marlene Pamer, secretary;

Fern Underdue, training specialist;

Elizabeth Wulkan, director of strategic projects.

CIM&T as a Resource. Rhoda Canter says she sees the center as a "place where anybody in the Library can go. If staff are interested in a topic that relates to the areas of expertise we have, or in proposing an innovative project, we'll see whether we can help."

Such interests might relate to innovative training programs; to new ways of looking at work patterns (CIM&T has been looking at the feasibility of shift work and work at home); to the latest trends in graphics design technology; to leading-edge computer technologies; to the coordination of Library-wide projects like the Decade of the Brain; to the use of a library that includes the latest

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Folklife Annual Celebrates Diversity

The *Folklife Annual*, a publication of the American Folklife Center in the Library of Congress, celebrates the diversity of cultures that make up American society. Edited by James Hardin, five volumes have been published, of which three are still in print.

In *Folklife Annual 90*, four articles by folklorists describe the way mural paintings have been used to help immigrants embrace the new land without wholly giving up the old. Other articles explore the many types of messages contained in family photograph albums; a deaf photographer's use of her photos to start a dialogue; how a Baltimore neighborhood organized to save a folk art tradition that marks its sense of community identity; and New York graffiti artists' creation of vivid reminders of the violence prevalent in city life. Extensively illustrated in color and black-and-white, this 176-page hardbound book is available for $19 postpaid from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Cite the Stock Number 030-000-00230-0 when ordering.

Also Available: *Folklife Annual 1987*, featuring articles on Native Americans, ethnic heritage and language schools, African-American poet-preacher Reverend C.L. Franklin, and an interview with John Henry Faulk. $23. S/N 030-000-00202-4.

Folklife Annual 88–89, featuring articles on traditional arts and crafts—such as Pennsylvania-German Fraktur, pottery making, basket weaving, and Amish and Mennonite glass painting; fox hunting in New Jersey, and the use of new teaching techniques to revitalize interest in traditional fiddle playing. $11. S/N 030-000-00217-2.

The Golata family mural by Stanley Pazurkiewicz, circa 1965, from a chapter on "Buffalo's Polish-American Mural Tradition"; Antonio Chico Garcia's "The World Is Yours/In Memory of JR," 1988, Lower East Side, Manhattan. JR was a friend of Chico, who was gunned down in the streets. *Photos by Marion Faller and Martha Cooper*

CIM&T *(Cont. from p. 97)*
works on management trends.

The National Demonstration Laboratory, which has recently moved from the Smithsonian Institution to the Atrium of the Madison Building, will be an important component of the center.

Rhoda Canter cautions that the center is still in the start-up phase. It is not yet equipped to deal with all the issues it hopes eventually to take on. She is hopeful, however, that in the future the center will help transform the Library's personnel system into one "in which human potential is unleashed through individually tailored careers rather than through narrowly defined jobs and positions." *—Helen Dalrymple*

Thomas *(Cont. from p. 87)*

She has won six major awards for professional excellence or academic achievement and has published or presented 30 papers, many of them on library technologies. Her professional activities have included active participation in the Association of College and Research Libraries, CONSER Executive and Policy committees, the Council on Library Resources, the American Library Association, OCLC, and the Federal Library and Information Center Committee, which is part of LC's Constituent Services.

It is estimated that in fiscal 1992 the Library of Congress will save the nation's libraries $387.5 million through the cataloging data it provides them. That exceeds LC's budget appropriation for fiscal 1992 of $322.2 million.

—Gail Fineberg

Portrait of a Pioneer:

Henriette Avram Left Indelible Mark on Library Profession

Henriette Davidson Avram never intended to be a librarian.

But by the time she retired from the Library of Congress on Jan. 3, she had left an indelible mark on the library world. The Henry Ford of library automation, she created the machine-readable catalog (MARC) record, its structure and contents, designed the MARC system and directed continuing MARC development.

She envisioned the electronic exchange of bibliographic information, nationally and internationally, and then worked toward the adoption of national and international standards, both technical and bibliographic, to make that information transfer possible. As advanced networking technology developed, Mrs. Avram led LC's entrance into that arena as well, with the establishment of the Network Development Office and the Network Advisory Committee.

She rose through the ranks at LC to become associate librarian for Collections Services, responsible for the most prestigious processing and cataloging operation in the world. She earned a worldwide reputation for her work, became a legend to aspiring young library school students and won nearly every major award given to outstanding achievers in the library profession.

Those achievements would be enough to satisfy many on their way to retirement. But not Mrs. Avram, who for 26 years could outwork, outwrite, and outdance most of her staff. On Jan. 3, her last official day at LC, she was not thinking about the luxury of sleeping in or savoring a cup of coffee with the morning newspapers, but of the projects she had to leave unfinished.

"There comes a time to step down," she said, "but there is no way to come to closure."

Henriette Avram admires a new briefcase given her by Library staffers. *Photo by Craig Hobson*

She sighed and motioned to her conference table heaped with documents and to her staff who hustled in and out of her office with one last question. Ever a champion of standards, she worries that the integrity of the catalog could be sacrificed in the pressure to simplify cataloging and quickly catalog a backlog of unprocessed materials. The LC report on cataloging modification, undertaken at Mrs. Avram's behest, was finished in time for discussion at the January midwinter meeting of the American Library Association (ALA) in San Antonio.

She believes librarians must be directly involved in designing the "methodology that will organize and manage information to provide the bridge between users and the vast resources becoming available on the evolving national network." And she knows standards are the key to accessing and using information resources in the future.

The Road Not Taken. Mrs. Avram was born in New York City. As a young woman, she wanted to study medicine, to become a cancer researcher. She was a premed student at Hunter College in New York City for two years, from 1936–38, but medical school was expensive. In 1941 she married Herbert Avram and as a "Navy wife" followed him to duty assignments within the United States until he went overseas. They have three children, Lloyd, Marcie and Jay.

Her interest in science and mathematics led to studies of advanced technology, systems analyses and data communications. In 1952 she began her federal career at the National Security Agency (NSA), and in 1953 she went back to college at George Washington University in Washington, while continuing to work for the government. She worked for the National Security Agency as a programmer, methods analyst and systems analyst from 1952 to 1959, and for

(Cont. on p. 100)

Avram *(Cont. from p. 99)*
the American Research Bureau as a systems analyst from 1959 to 1962.

She then joined one of the earliest software companies, Datatrol, which was purchased by Control Data Corp. in 1965. Missing the excitement and the challenge of being part of a small company developing new technology, she began to investigate other opportunities.

A friend told her that the Library of Congress was getting ready to automate and asked her if she would be interested in a job at LC. "I said, 'That sounds like a quiet place,' " she recalled.

Although she was not a librarian, Mrs. Avram had learned enough library lingo while setting up a small library for Datatrol to converse with LC recruiters. In March 1965 she joined the Office of the Information Systems Specialist as a systems analyst—the title she used for years, long after others thought of her as a librarian.

Mrs. Avram had a choice of working on one of two projects—one to automate the Library by 1972, following a "total systems design," or the other to design a format and a system for the conversion of bibliographic data to machine-readable form. Because she "didn't believe in fairy tales," she said at a Cataloging Forum in December, she chose the latter project.

Automating Libraries. During the late 1950s, LC began to investigate automating its internal procedures. In the early 1960s the Council on Library Resources (CLR) commissioned a study (known as the "Buckland report") on the possible methods of converting data on LC catalog cards to machine-readable form for the purpose of printing bibliographical products by computer.

The idea of saving libraries money with centralized cataloging was not new. LC had been selling catalog cards to the library community since 1898, and by 1958 LC cataloging was

At going-away celebrations. *Photo by Craig Hobson*

the model. Except for some punch card systems used in certain parts of the Library, cataloging at LC was a manual operation in 1965.

Preliminary, descriptive, and subject catalogers added their analyses of a book or other item to a manuscript card, which then went to the Government Printing Office for printing. The Card Division kept a stock of printed cards for public sale and others went to the Catalog Management Division for internal distribution to various LC card catalogs.

In January 1965, prior to Avram's arrival at the Library, CLR, LC, and the Committe on Automation of the Association of Research Libraries (ARL) called a conference held at LC to consider the Buckland report. Participants included representatives of universities, government and other research agencies and private industry. According to Mrs. Avram's "little red book," "MARC: Its History and Implications" (Library of Congress, 1975), the conferees concluded:

"1. Availability of machine-readable catalog records produced and distributed by LC would help those libraries that have automated systems.

"2. The machine-readable record should include all the data presently available on LC's printed card, plus additional information to produce a multipurpose record.

"3. Agreement by a broad segment of the library community on the elements to be included in the record was most desirable, and the design of the record at LC was probably the best means of achieving standardization."

With these recommendations and a CLR grant of $90,000, LC assigned a task force—Mrs. Avram, descriptive cataloger Kay Guiles and reference librarian Ruth Freitag—to explore the implications of designing an electronic format for the communication of cataloging information to libraries.

Mastering Cataloging. Mrs. Avram was not content to couple her mastery of the technology with a cursory knowledge of cataloging. She carried LC's cataloging rules and other cataloging tools home at night and studied until she could no longer stay awake. "I read and slept cataloging," she said.

Mr. Guiles and Ms. Freitag tutored her. "We sat down with her to introduce her to the cataloging environment and explain why we do what we do," Mr. Guiles recalled. "I said, 'Here's how we create it,' and Ruth said, 'Here's how we use it.' "

One learning tool was a large facsimile of a catalog record for *Mary Queen of Scots,* which they hung on a wall. Mrs. Avram studied each element and asked questions until she understood how it helps a researcher find information.

"She was a quick learner and furthermore, she was an interested learner," said Mr. Guiles, who now has 33 years of Library service. "She has always maintained that interest and caring. She is one of the few nonlibrary professionals who really genuinely took to the problem and was very interested in understanding it and seeing that the work was

carried forward in the context of developing the use of the new technologies and applying them to the library environment and the bibliographic control system in particular."

MARC Development. Inspired by Mrs. Avram's leadership, goals and deadlines, the team completed its initial study in 1965, launched the MARC I pilot with 16 other federal, state and university libraries in 1966 and announced in June 1967 at an American Library Association meeting that the MARC Distribution Service was in the planning stages. After the pilot, an expanded team engaged in an intensive effort to review and revise the format. The result was the MARC II format that is in use today, now under the name of USMARC.

The MARC Distribution Service began to regularly sell tapes to other libraries on April 1, 1969. During the 1970s, LC developed the technology to print catalog cards from machine-readable records, thereby bypassing the GPO printing step. A newly established unit, the MARC Editorial Division, keyed in machine-readable records from copy prepared by catalogers until the catalogers themselves, over a long period of time, made the transition to inputting directly in the on-line mode.

Collaborative Endeavor. Mrs. Avram believed in collaboration—among professionals at LC and between LC and the library community. She brought systems analysts and librarians together to work on the MARC projects. "I don't think the computer people can design anything without understanding the problems of the library people, and the Library staff cannot automate without an in-depth knowledge of the machine," she said, "The team is the best way to go."

Mr. Guiles recalled the stimulation of working with Avram on the collaborative effort. "What stands out in my mind is her intelligence, her grasp of the problem, her unflagging enthusiasm, the fact that she would listen to you," he said. "She instilled in us a confidence. We had a genuine exchange of ideas that was stimulating but was not intimidating."

Judith Fenly of Shared Cataloging gives certificate of appreciation. *Photo by Richard Anderson*

Setting the Standard. Early in the development of MARC at LC, the British National Bibliography expressed an interest in mounting a UK/MARC Pilot Project. Mrs. Avram was quick to recognize the importance of promoting MARC as the standardized format—a computerized structure or container—that would hold bibliographic data in any language for all forms of library holdings—books, serials, maps, music, manuscripts, prints and photographs, sound recordings, films. Catalogers anywhere in the world could trade data using a universal medium of exchange.

To explain the MARC format, Mr. Guiles uses an analogy of a standard-gauge railroad track. The structure of the format performs a comparable role in that it is the means for communicating bibliographic data in a standard manner, "without mandating how they are treated upon arrival at a particular station," Mr. Guiles said.

Lucia Rather, who retired last year from her job as LC's director for cataloging, described how Mrs. Avram pursued her vision. "She said, 'Not only are we going to design a format; we'll persuade everyone else to adopt it so we can send information back and forth all around the world.' "

Mrs. Avram circulated dozens of reports and papers on the subject. She spoke anywhere anyone would listen. A consummate diplomat, she heeded the needs of others. "She met with other people in the government who were developing their formats, and by meeting with them she got them to agree to go along with MARC," Ms. Rather said.

In the library community, Mrs. Avram promoted the MARC standard first to ALA and then to the Special Libraries Association, as well as the National Agricultural Library and the National Library of Medicine. "She met with them and talked with them, and when they had problems she made modifications to meet their needs," Ms. Rather said. "She championed the MARC format and got everyone to agree to that standard. She was a wonderful saleswoman."

Universal acceptance of the MARC format led ultimately to the development of agencies such as the Online Computer Library Center (OCLC), the Research Libraries Information Network (RLIN), and the Western Library Network (WLN), which then was the Washington Library Network.

Mrs. Avram worked with ALA to sponsor more than 20 two-day institutes all over the country to educate librarians about MARC and such complementary adjuncts as the standardized extended character set, which Ms. Rather was instrumental

(Cont. on p. 102)

Avram *(Cont. from p. 101)*
in developing. The Library subsequently worked with IBM to develop the first computer "print train" using the new character set, which included the diacritical marks and special characters of all the roman alphabet languages and romanized versions of the nonroman languages in which LC catalogs.

Mrs. Avram also worked with ALA to establish an interdivisional committee, "MARBI," to act as a liaison with LC to maintain the MARC format.

The American National Standards Institute adopted the MARC format structure as a national standard in 1971. "Today, just about anybody who uses bibliographic information uses the MARC format," Ms. Rather said.

LC collaboration with the British National Bibliography on interchangeable MARC formats continued, and Mrs. Avram promoted an international MARC standard at working group meetings of the International Federation of Library Associations and Institutions (IFLA) and the United Nations Educational and Scientific Organization (UNESCO). By 1973 the International Organization for Standardization (ISO) adopted the MARC format structure as an international standard.

Throughout her career, Mrs. Avram continued her shuttle diplomacy to campaign for the international standards she believes are essential for worldwide communication of bibliographic information via high-speed global networks. She wrote, presented papers and spoke—in Paris, London, Brussels, Tokyo, Moscow, Nairobi, Rio, Sydney, Delhi, Cairo, Beijing, to name a few.

Although many nations adopted the MARC format structure, they could not agree on a universal cataloging code; a format in many instances is dependent on cataloging rules and practices. They did compromise on Universal MARC, or UNIMARC, as the standard international format for exchanging bibliographic information.

"I finished school in 1975, and already [Henriette Avram] was a legend, even though she had been at the Library for only 10 years. MARC was part of the curriculum. People were very excited about the new MARC format developed by Mrs. Avram.

—Susan Morris

"We have to do some translating, but we can process tapes from other countries on our computers, and countries all over the world can use our tapes," Ms. Rather said.

UNIMARC continues to gain popularity in Europe. The European Community savors UNIMARC, Avram said, and many countries, including Germany, France, and the Russian Federation have already begun making their bibliographic records available in that format.

For the past 15 years, Mrs. Avram has advocated establishing a separate on-line resource file for UNIMARC records from all over the world so LC could easily use them as the basis for its cataloging. At the present time, the Libary's internal computer system cannot process international records; therefore, LC cannot easily take advantage of international cataloging, Mrs. Avram said.

A Costly Mistake. Mrs. Avram and Ms. Rather both think LC and the library community made a "serious" mistake some 20 years ago by failing to pursue a one-time, carefully monitored, centralized effort to convert the retrospective portion of the Library's (and the nation's) cataloging along the lines recommended in the 1969 study, "Conversion of Retrospective Catalog Records to Machine-Readable Form."

"Millions of dollars have been spent by libraries across the nation, many doing their own retrospective conversions," Mrs. Avram said. "We could have done it a lot cheaper then than we could now. Although it wouldn't have been complete, depending upon the subset of data converted and the records selected for conversion, we could have distributed it just like MARC."

As chair of the RECON Working Task Force (1968–73), Mrs. Avram initiated a two-year RECON Pilot Project in 1969 to investigate and develop a strategy for retrospective conversion. Although the project itself successfully demonstrated workable approaches to retrospective conversion, the effort was dropped "because of budgetary problems," Mrs. Avram said.

In later years, as an alternative, LC agreed to pay a contractor 37 cents per record to convert pre-1968 cataloging data. The contractor provided LC with unedited tapes of incomplete records that Scottish housewives keyed from hard-copy "blowbacks" of a microfilm copy of LC's shelflist—all the catalog cards listed by call number rather than author or title.

To these records, LC applied a process called Format Recognition, "an intelligent system" that Mrs. Avram's RECON pilot created to assign content designation (machine identification elements) by program instead of by people. As could be expected, tagging and data errors occurred, and LC ended up with a PREMARC file of some 5 million records that is usable but severely limited by the unpredictable aspects of the data.

Until the PREMARC file is edited, the old card catalog remains the only reliable access to some of the Library's older materials. A major task of the MARC Editorial Division was to have been to correct and upgrade the PREMARC file. That effort now will be prolonged as the result of the decision to abolish MARC Ed and severely curtail the number of staff assigned to continue the work on PREMARC.

Growing in Stature. While she promoted standards to link worldwide information systems, she herself was promoted at LC—to assistant coordinator of information systems (1967–70); chief, MARC Development Office (1970–76); and director, Network Development Office (1976–80). She served as director, processing systems, network and automation planning (1980–83); assistant librarian for processing services (1983–89); and associate librarian for Collections Services (1989–91).

She served on many boards, journals and national and international organizations for information professionals. The Rochester Institute of Technology recently conferred on her an Honorary Doctorate of Humane Letters in recognition of her contributions to the field of library automation. The winner of countless awards for professional excellence—among them LC's highest Award for Distinguished Service (Dec. 6, 1991); the Melvil Dewey award (1981); IFLA's highest award, Honorary Fellowship (August 1987); the Lippincott award in 1988; and the Federal Woman's award in 1974—she still cherishes the Margaret Mann citation in cataloging and classification. In 1971 she was the first "nonprofessional" librarian to receive that award.

Sometime after that, she listed her occupation on her passport as "librarian." Noticing the change from "systems analyst," her traveling companion, Ms. Rather, commented, "At last."

A Legend in Her Time. Mrs. Avram's accomplishments more than made up for lack of formal training in librarianship. In just one decade at LC, her work was standard library school fare. "I finished school in 1975, and already she was a legend, even though she had been at the Library for only 10 years," said Susan Morris, who joined the Library seven years ago and is now a senior whole book cataloger.

"She hits the floor running. She comes in about 8 and before she gets around the bend she has already started telling people about things she wants done, and by the time she reaches her office, she has 10 asignments under way.
—Beacher Wiggins

Ms. Morris wrote term papers about the MARC format. "MARC was part of the curriculum. People were very excited about the new MARC format developed by Mrs. Avram," she said.

By the time Ms. Morris graduated and took her first job at the Free Library of Philadelphia, catalogers all over the nation were following the standard MARC format. "For anybody 40 and younger, when we started working, the automated structure of cataloging as she envisioned it was a given," Ms. Morris said. "Even if the unimaginable happened and we went back to the dark ages and were cataloging with pencil and pen again, we still would be using her analysis of what a bibliographic record consists of. Her approach to standardization will endure even if other automation technologies take over."

Ms. Morris said Mrs. Avram is "directly responsible" for the ability of libraries to share bibliographic information in cooperative cataloging projects. "We owe that capability to her because she insisted right from the very beginning that the MARC format be a communications format," Ms. Morris said.

Power Generator. Mrs. Avram is petite but tireless. "She was absolutely full of energy," Ms. Rather said. "She'd work all day and take her briefcase home and write all evening. At standards meetings, we would work all day and go out to dinner, and then you'd find yourself writing more papers until about midnight."

"She hits the floor running," Beacher Wiggins, her special assistant, said three weeks before she left. "She comes in about 8 and before she gets around the bend she has already started telling people about things she wants done, things she thought of overnight, and by the time she reaches her office, she has about 10 assignments under way."

Asked to define his job, Mr. Wiggins replied, "Whatever Henriette wants. . . . There is always something going on, some new task, a new way of approaching something. Because her sphere of activity is so large—not just in LC but nationally and internationally—that is brought into the job, too."

Her zest for life and fun match her enthusiasm for work. "She has a wonderful sense of humor," said Ms. Rather, who sometimes accompanied her on her international travels. "She's always ready to try anything on one of these trips. You'd arrive, exhausted after a long flight and want to take a nap. She'd say, 'You don't want to lie down, do you?' Soon, you'd find yourself back out on the sidewalk."

On one occasion, Mrs. Avram and Ms. Rather arrived in Chicago for an institute and went out to dinner with a group of librarians. They got back to their hotel about 11 p.m. Ms. Rather was ready to retire for the evening, but not Mrs. Avram, who was in no mood to miss a night out with friends in Chicago.

Lack of sleep that night didn't slow her down. "The next morning, there she was at 8 a.m., bright-eyed, giving her talk," Ms. Rather said. Mrs. Avram's younger companions of the previous evening did not show up until 10.

High Standards at LC. Mrs. Avram set high standards for her staff, but she expected no less of herself. "Working with Henriette Avram was a once-in-a-lifetime experience, in more ways than one," said Sigrid Harriman, MARC specialist, before

Facelift: Visitors to the upgraded LC exhibit at the American Library Association Midwinter 1992 meeting in San Antonio took note of the booth's improvements, which helped the Library make a stronger impression at the convention. Joanne Freeman (left) offered visitors a demonstration of the American Memory Project. The modifications make it easier for conventioneers to spot the Library's exhibit, and once they do, to more clearly see the LC products and services offered. *Photo by Roberta Stevens*

Avram *(Cont. from p. 103)*
she retired on Jan. 3 after working for Mrs. Avram since she joined the Library in June 1971.

"I never encountered anyone that asks as much of you as she does, but she also gives as much," Ms. Harriman said. "So you are perfectly willing, and you want to do the best you can. You never say this is good enough; you have to do your very best all the time. She asks the very same of herself.

"I have learned much from her, and needless to say, I admire her very much," Ms. Harriman said. "She has not only the ability to see how the smallest detail matters but at the same time she never lets go of the big picture. . . . You can go back to some of the documents and articles she wrote 15 to 20 years ago. . . . It is astounding to read these papers that could be used in today's environment."

What Lies Ahead. "The staff in many libraries would like to emulate the kind of cataloging done at LC—because they believe the quality of the catalog is important and they believe in the value of national resource sharing," Mrs. Avram said. "However, the directors of these same libraries are crying out for ways to make cataloging easier and less expensive."

She warns against drastically modifying longstanding conventions without considering the consequences—diminished bibliographic control and loss of standards to support resource sharing.

Kay Guiles said he hopes that "her successors have the sense to handle the catalog with care. The point of standard bibliographic controls is to ensure consistent record access points [author, title, subjects]," he said. "The purpose of the catalog remains that of showing what we have and guiding users as best we can with conventions such as cross references that show appropriate relationships."

Mrs. Avram believes that some of the concerns relating to cataloging costs can be met at LC through new approaches. One means is through internal rearrangements designed to realize efficiencies in processing—for example, efforts to marry more closely the activities common to both acquisitions and cataloging and the effort to embark upon "whole book" cataloging. "The objective remains the same, but we will change the means of achieving it and, I hope, realize needed efficiencies," Mrs. Avram said.

Another promising development lies in the use of new technologies to make work easier. On the horizon, for example, is the interactive use of such basic tools as the *Anglo American Cataloguing Rules 2d ed.* (*AACR 2*) and the *Library of Congress Rule Interpretations* in machine-readable form. A more immediate development is the new bibliographic workstation now being prepared for use in cataloging. It provides the ability to work simultaneously in two cataloging applications. A cataloger can concurrently prepare a bibliographic and authority record and readily transfer data from one to the other.

As early as 1975, Mrs. Avram was talking with other library leaders about the issues involved in the development and management of networking. The Network Advisory Committee (NAC), which has been under her direction for most of its existence, now includes 33 networking-related organizations. It met for the first time in 1976 and continues to discuss those issues, such as funding, research and development, governance and standards.

A Voice for Libraries. Although she has been too busy wrapping up her Library affairs since Jan. 3 "to sit down and figure out what to do next," chances are that she will continue to speak out on issues she believes are important to librarians.

When Mrs. Avram speaks, the library world will listen. Many of her colleagues say she is "the Melvil Dewey of the 20th century"—quite a distinction for someone who never intended to become a librarian.

—*Gail Fineberg*

Brain Power: Second 'Decade of the Brain' Conference Held

What do we know about how the brain learns and remembers? How does a stroke or heart attack injure the brain? What is the physiological significance of early education? And how can knowledge of these important research areas help address major policy issues such as improving education and coping with the aging process?

A panel of eminent brain scientists addressed such topics for an audience of members of Congress and their staffs, government representatives, scientists and community leaders at a Decade of the Brain symposium on "Learning & Memory." This event was the second in a series cosponsored by the National Institute of Mental Health (NIMH) and the Library of Congress, and was held at the Library Feb. 5.

Organized in response to a Presidential Proclamation declaring the 1990s as the Decade of the Brain, the NIMH–LC collaboration emphasizes the importance of interdisciplinary neuroscience research to a variety of health issues and the enhancement of human potential.

Participants in the Decade of the Brain Symposium included (from left): Dominick Purpura, Albert Einstein College of Medicine; Lewis Judd, University of California at San Diego; Eric Kandel, Columbia University College of Physicians & Surgeons; Larry Squire, University of California at San Diego; and Frederick Goodwin, Alcohol, Drug Abuse and Mental Health Administration.

Several members of Congress have followed the findings with great interest. Those who participated in February include: Sens. Bill Bradley (D-N.J.), Pete V. Domenici (R-N.M.), Howard Metzenbaum (D-Ohio) and Reps. Jim Leach (R-Iowa) and Ray Thornton (D-Ark.).

Jean Metz, 79, Dies at Her Home

Jean B. Metz, who retired from the Library last June 1, closing out a career that began in October 1937, died of a stroke at her home in Washington, D.C., on Feb. 17. Mrs. Metz, 79, became the Library's selection officer in March 1952. Her tenure was one of the longest in the history of the institution.

Mrs. Metz rose quickly through the ranks at the Library. From her first appointment as a searcher in the former Card Division in 1937, she became head reviser in 1939 and a subject cataloger in 1944. In June 1945 she was named assistant selection officer and assistant editor of the *Quarterly Journal of Current Accessions*.

Her distinguished career at LC was characterized by numerous accomplishments in the field of library acquisitions. She and her predecessor as selection officer established procedures that have endured with little change to the present time. She completed compilation of the Library's massive "Selection Manual." Working with one assistant, who reviewed incoming serials, Mrs. Metz for many years was the single selection officer for books that came to the Library through exchange, gift, transfer and copyright deposit, including state and federal government publications.

Mrs. Metz was a member of the

American Library Association as well as several honorary societies. Her husband, Howard Karl Metz, whom she married in 1937, died in 1973.

Persons wishing to make contributions in her memory may do so to the National Symphony Orchestra, Attn.: Mr. Breslaw, Kennedy Center, Washington, DC 20566.

Folklife Center Begins Survey of New River Gorge

Jim McGee, a Presbyterian minister, presents local songs and traditions to a fourth grade class in Beckley, W.Va. *Photo by Dillon Bustin*

Fieldwork has begun on a new American Folklife Center project. In cooperation with the National Park Service, AFC is conducting a preliminary survey of cultural traditions in the New River Gorge area of West Virginia. The Folklife Center will then make recommendations to assist in planning a heritage center in the area. Congress has appropriated approximately $20 million for the new center and related programs.

A surprising cultural diversity is already apparent, according to project director Mary Hufford. "Most people think of the area as primarily Scotch-Irish," she said, "but we are finding out that the coal companies brought in workers from Hungary, Czechoslovakia and Italy. And the families have stayed."

The heritage center will be on the site of the former Grandview State Park, which has been transferred to National Park Service jurisdiction. According to Ms. Hufford, the park is a popular site for family reunions. She expects to conduct interviews with family groups returning to their hometown to reminisce and share family history and genealogy.

The mission of the new center will be to conserve and interpret the folklife of communities along the New River Gorge and, more broadly, southern West Virginia and the central Appalachian corridor. The center will not only present and interpret folklife to the region's visitors, but also encourage traditional community life and its cultural expressions among those who live there year-round.

The survey of folklife in the area will explore the many traditional arts in the region such as music, crafts and storytelling. It will also consider the mutual influence of natural resources and traditional lifestyles in the region. Domestic and occupational traditions associated with mining, timbering, farming and religion, along with recreational customs associated with the river and surrounding mountains and valleys, will be among the subjects of study.

Fieldwork began in December and will continue through the spring. The team of folklorists based in the New River area under Mary Hufford's direction include Rita Moonsammy, a specialist in cultural conservation; Dillon Bustin, a specialist in musical and oral traditions; and Karen Hudson, a native of southern West Virginia and a specialist in vernacular architecture.

Ms. Hudson already has made some preliminary surveys of the local houses built in the "Jenny Lind" style by the coal companies for their workers. Log cabins and trailers have been modified over time and sometimes built into each other, another promising area for the study of architectural adaptation and evolution. Dillon Bustin has interviewed coal-mining families and local musicians, including one banjo player who is also an accomplished clock repairman and gunsmith.

According to Joe Kennedy, superintendent of the New River Gorge National River, "We hope the new heritage center can make an important contribution to sharing Appalachian culture with the public and conserving it in the process. The folklife study will help us plan what the center will do and how it will go about doing it." — *Craig D'Ooge*

JCS *(Cont. from p. 89)*

According to Mary Ann Freeman, public affairs officer at the Interior Department, "We wanted those attending to feel like they just walked in and the former Joint Chiefs just walked out," she said. "We could [have made] it look like 1942, but not as authentic . . . without using original items of the Joint Chiefs from museums and the Library."

The first formal meeting of the Joint Chiefs was held Feb. 9, 1942. The room where they met is today the office of Harry M. Snyder, director, Office of Surface Mining Reclamation and Enforcement. It has been designated a historical site.

The Joint Chiefs came into being in response to a need. Following Pearl Harbor and the U.S. entry into World War II, the Combined Chiefs was created. The Combined Chiefs of Staff was made up of the Ameri-

can and British Joint Chiefs. U.S. military leaders saw that the concept of the combined chiefs could be used to address strictly U.S. matters. Thus, they held their first separate meeting as the U.S. Joint Chiefs of Staff.

At their first meeting there were only four members of the Joint Chiefs. Today there are six: the chiefs of staff of the Army, Navy and Air Force, the commandant of the Marine Corps, the vice chairman and the chairman. "Pearl Harbor was two months old when the Joint Chiefs first met here," Gen. Powell said. "At that meeting there was nothing to celebrate, it was a serious time.

"Four men developed a strategy to fight a two-front war," he said. Those attending the first meeting were Gen. George C. Marshall, as Army chief of staff; Adm. Harold R. Stark, chief of naval operations; Adm. King, commander in chief, U.S. Fleet; and Lt. Gen. Arnold, chief of the Army Air Forces. In March 1942 Adm. Stark departed for a new command. The Joint Chiefs functioned with three members until July, when President Roosevelt named Adm. William D. Leahy to the new position of Chief of Staff to the Commander-in-Chief of the Army and Navy as well as the presiding officer of the Joint Chiefs.

"The legacy they left us enabled our armed forces to prevail in recent conflicts and to win the Cold War," said Gen. Powell.

"There is only a certificate to commemorate the 50th anniversary of the Joint Chiefs of Staff but there will always be the memories of Adms. Leahy, King and Stark, and Gens. Marshall and Arnold," he said.

–Jody Nielsen

Woodson *(Cont. from p. 91)*

There are still people in Washington who were acquaintances of Dr. Woodson. "We received a good bit of help from people in the community who knew Dr. Woodson or collected items of his," she said.

Lois Mailou Jones is an artist who knew Woodson and illustrated some of his books. She lent a few of those illustrations to the Library for the exhibit. There is also a retrospective portrait of Woodson that Ms. Jones painted in 1983, after his death. "It is a focal point of the exhibit," Ms. Hopkins said.

Jerome Gray, a sergeant on the Washington police force, collects Afro-American items. He lent several books Dr. Woodson had written as well as a first-day cover of the Woodson stamp commemorative, issued by the Postal Service in 1984 to honor "Black Heritage."

The exhibit will run through April 26 in the Madison Building Foyer.

–Jody Nielsen

Newbery Winner Honored at LC

Phyllis Reynolds Naylor, winner of the 1991 John Newbery Award for the year's most outstanding contribution to children's literature (writing), was honored Feb. 14 with a reception in the Montpelier Room hosted by the Library's Children's Literature Center and the Children's Book Guild of Washington, D.C.

In brief remarks at the reception, Mrs. Naylor said she wa. alone in the house when the call came telling her she had won the prestigious Newbery Award.

"It was so weird! Rex was out jogging; the cats were sunning themselves on the rugs . . . and I was holding the phone with one hand and my stomach with the other," she said.

Mrs. Naylor won the Newbery Award for *Shiloh*, her book about a West Virginia boy who befriends a lost beagle and tries to hide it from his family and its mean-spirited owner.

The award was announced by Linda Perkins, president of the Association for Library Service to Children, American Library Association, at a news conference during the ALA midwinter meeting in San Antonio in late January.

Mrs. Naylor said that shortly after she learned of the award, she had calls from Katherine Paterson and Elaine Konigsberg, two previous winners of the award, with advice on how to get through the year.

The Children's Book Guild of Washington was founded in 1945 and grew out of meetings in the basement of the Thomas Jefferson Building. Three writers of children's books met there regularly every Friday to discuss their work.

Today's Children's Book Guild has a membership of 101 authors, illustrators and other specialists in the field of children's literature.

–Helen Dalrymple

Elizabeth Hoke (left), president of the Children's Book Guild and former coordinator of Children's Services, Montgomery County (Md.) Public Library, presents a mahogany box in the shape of a book, filled with good luck wishes from the guests, to Mrs. Naylor, as Sybille Jagusch (center), chief of the Children's Literature Center, looks on.

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